Whitehorse

THE WILDERNESS CITY

Community **Economic Development** Strategy

2015 to 2020 WORK PLAN

City of Whitehorse

ADOPTED MAY 2015

Vision, Mission, and Goals

Community Economic Development Vision:

The City of Whitehorse endeavors to support a high quality of life for its residents, businesses and visitors through sustainable development which intentionally integrates economic, environmental, social and cultural values. From a community economic development perspective, this includes:

- Building a diverse economy that provides a wide range of quality opportunities to local residents
- Positioning the city as a welcoming and attractive location for investment
- Preserving our natural and cultural resources and utilizing them as a source of economic strength
- Enhancing the identity of Whitehorse as a preferred location to live, work and play

Community Economic Development Mission:

To enable the growth and diversification of the region's economy by creating a supportive environment for the entrepreneurs, businesses and residents of Whitehorse to develop and thrive.

Strategic Goals

Community Economic Development Strategic Goals:

To Improve the Local Business Climate...
by optimizing City practices, such as reviewing bylaws and policies to ensure business friendliness

To Ensure an Inclusive Economy...
by helping more people work, such as improving transit hours and supporting social enterprises

To Champion Infrastructure Development...
that supports economic development opportunities within Whitehorse. Working in partnership with such groups such as Yukon College, Yukon Government, First Nations, Whitehorse Chamber of Commerce and other partners

To Foster an Entrepreneurial Culture...
by creating a supportive environment, such as enabling "pop-up" retailers and supporting youth entrepreneurship

To Attract Residents to Live in Whitehorse...
by ensuring Whitehorse has a positive brand, developing a resident attraction campaign and working more closely with the tourism sector

To Focus on Creating a Vibrant Downtown...
through innovative policy, including support for and arts, culture and entertainment

Guiding Principles

Community Economic Development Guiding Principles:

Healthy economic communities understand their role and they rely on the following guiding principles:

Process: Community Economic Development is a process that takes time. The mega-corp-moves-1000-jobs-to-Whitehorse-for-the-next-century story rarely exists and when such projects do happen, it is the result of a business decision that is beyond our control. To focus on such activities as a basis for economic development is fruitless.

Vision: Community Economic Development cannot be successful unless there are clear and common goals that are understood by most stakeholders—the strength of this strategy is that it is rooted in the values and aspirations of the residents of the City of Whitehorse and is simply a synthesis of the community's ideas.

Roles: Economic development agencies and governments do not create jobs: people and businesses do. Although governments can sometimes act as creators these things, a healthy economy calls for a steady flow of entrepreneurs and businesses that have an interest in creating projects and jobs for the generation of wealth. Therefore, a reasonable goal for a community economic development strategy could be to not focus on seeking large investments, but rather on attracting the people that create these opportunities.

Sustainability: The City of Whitehorse is committed to maintaining a healthy environment and good quality of life for everyone over the long term - in other words, to becoming a sustainable community. All citizens have a role to play in moving towards our goals and targets, and the City has a special responsibility in helping us make choices towards sustainability

The actions described in the balance of this document adhere to these principles. By focusing on creating a healthy, welcoming and vibrant "environment" for business and developing a community that is attractive for people and entrepreneurs to live, we hope to harness the "power of people" to create a healthy, diverse and resilient economy, and most importantly, a sustainable community.

Community Economic Development Goal # 1:
IMPROVING THE LOCAL BUSINESS CLIMATE

Description:

The local business climate can be defined as the external factors that inhibit or assist in the development of businesses. This goal attempts to optimize and address the external factors in which the City has jurisdiction or influence.

Activities:

A. Establish a Community Economic Development Strategy Implementation Committee
B. Review and optimize City procurement policies
C. Review and amend bylaws and policies so that Whitehorse becomes a preferred place to do business
D. Improve overall communication with the business community
E. Monthly business walks with the Mayor of Whitehorse
F. Facilitate the development of an agriculture and food production strategy within the City and surrounding area
G. Resource development readiness and preparation exercise
H. Creation of an "investor toolkit" to promote investment in Whitehorse

GOAL #1, Activity A:
Establish a Community Economic Development Strategy Implementation Committee

PURPOSE

To assist with the oversight and implementation of this Strategy.

LEAD/PARTNERS

- **Economic Development Coordinator**
- **Director of Development Services**

ACTIVITIES

- **Speak to potential partners in the community**
- **Compile feedback**
- **Develop Terms of Reference**
- **Quarterly meetings**

INPUTS/BUDGET

- **40 hrs of staff time**
- **$2,500/year**

OUTPUTS

- **Admin report to Council**
- **CASM**

DESIRED OUTCOMES

Collaborative approach to the implementation of this strategy.

METRIC

- **Committee established**
- **Strategy progress reports**

DESCRIPTION

In the spirit of communication and connecting the local business community and the City, we will evaluate the merit and appetite in respect to forming a committee for the implementation of this economic development strategy. By forming an integrated approach to community economic development and engaging stakeholders, we will endeavor to maximize value to the community in implementing this strategy.

LINKS TO

N/A

GOAL #1, Activity B:
Review and optimize City procurement policies

PURPOSE:

To provide the maximum amount of opportunities for local businesses while ensuring taxpayer value.

LEAD/PARTNERS:

- Economic Development Coordinator
- Director of Corporate Services

INPUTS/BUDGET

- 100-200 hrs of staff time
- $5000 professional services

ACTIVITIES

Refer to 'IDEAS" section

OUTPUTS

- Admin report to Council
- CASM

DESIRED OUTCOMES

An equitable and consistent method for purchasing that provides maximum value to the taxpayer and local business.

METRIC

- Amended policies or bylaws in place
- Endorsement from business community

DESCRIPTION

There were a number of recommendations made with respect to how the City could leverage City procurement and spending to deliberately achieve the following economic objectives:

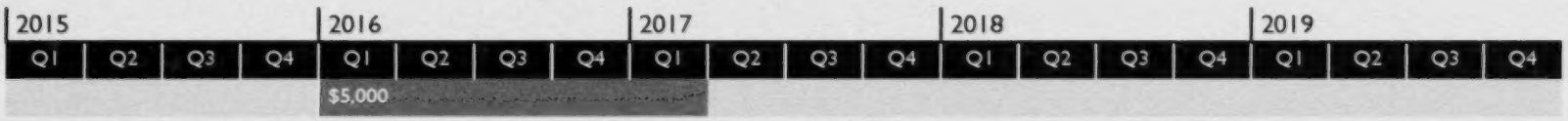
- Optimize procurement practices to establish fair, equitable and consistent methods for procurement
- Use purchasing power to demonstrate leadership in priority areas
- Provide opportunities to local businesses
- Ensure that taxpayers receive the best value through procurement practices

IDEAS

- Centralized procurement (consistency)
- Identify outsourcing opportunities provided they provide greater value for municipal taxpayer dollars
- Advance communication for capital expenditures
- Flexibility in project scaling
- Incorporating criteria for social value, living wage requirements, and inclusion (ex. giving priority to social enterprises)

LINKS TO

- Purchasing Bylaw
- Several Administrative Directives



GOAL #1, Activity C:
Review and amend bylaws and policies so that Whitehorse becomes a preferred place to do business

PURPOSE
To ensure that the City is supportive of existing businesses and welcoming of new ones.

LEAD/PARTNERS
- Economic Development Coordinator
- Director of Corporate Services
- Planning Services

INPUTS/BUDGET
- 200-250 hrs of staff time
- $5,000 professional services

ACTIVITIES
- Comprehensive bylaw review
- Refer to "IDEAS" section

OUTPUTS
- Admin report to Council
- CASM(s)

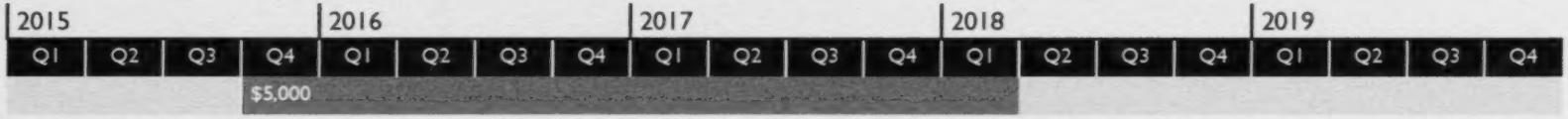
DESIRED OUTCOMES
To be one of the most business-friendly jurisdictions in Canada.

METRIC
- Survey of business satisfaction
- Business Award

DESCRIPTION
This activity will be a core function of the Economic Development Coordinator.

IDEAS
- Reduce red tape
- Online business license renewals
- Participation in Bizpal
- Welcome package for new businesses
- Policies that support increased housing supply
- Policies that recognize the value of incubators and social enterprise
- Beautification Policy
- Ensure that City bylaws and policies consider the competitiveness of local businesses

LINKS TO
N/A



GOAL #1, Activity D:
Improve overall communication with the business community

PURPOSE

To ensure that communications are open, transparent, and responsive.

LEAD/PARTNERS

- Economic Development Coordinator
- City Manager
- Director of Development Services

INPUTS/BUDGET

80-00 hrs of staff time (yearly)

ACTIVITIES

Refer to "IDEAS" section

OUTPUTS

Various

DESIRED OUTCOMES

To have excellent communication and a productive relationship with the business community in Whitehorse.

METRIC

- Events attended
- Number of interactions with business community
- Business satisfaction survey

DESCRIPTION

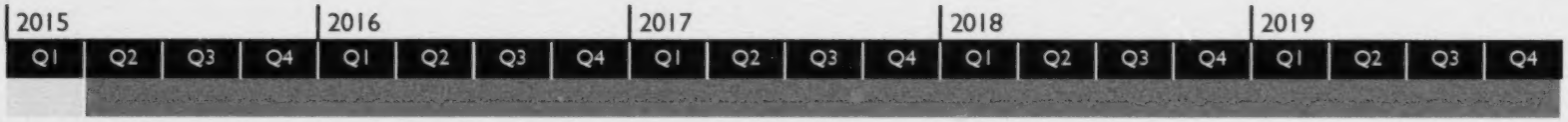
Though not unique just to business-related activity or to the City of Whitehorse, we learned that communication barriers have been at the crux of many issues and missed opportunities. It is the aspiration of this strategy to ultimately have an open and transparent relationship with the business community.

IDEAS

- Improve communication of capital plan to business community
- Focus on communicating city expenditures as investments in the local economy
- Business event networking (e.g. Business After Hours)

LINKS TO

N/A



GOAL #1, Activity E:
Monthly business walks with Mayor of Whitehorse

PURPOSE

To ensure that communication is open, transparent and responsive.

LEAD/PARTNERS

- **Mayor of Whitehorse**
- **Economic Development Coordinator**

INPUTS/BUDGET

40-60 hrs of staff time (yearly)

ACTIVITIES

Mayor/Councillor and Economic Development Coordinator to visit a local business on a monthly basis.

OUTPUTS

Quarterly Admin Report to Council.

DESIRED OUTCOMES

To be informed of emerging opportunities and be responsive to business needs.

METRIC

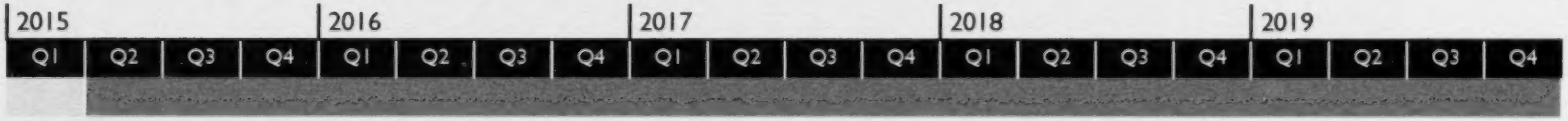
- **Business Satisfaction Survey**
- **Action on issues brought forward by local businesses at meetings**

DESCRIPTION

To improve communication between the local business community and local leadership, we will continue reaching out to local businesses. Because the local business environment is highly dynamic, this initiative will assist in the collection and dissemination of information and allow the City to better understand the needs of the business community.

LINKS TO

N/A



GOAL #1, Activity F:
Facilitate the development of an agriculture and food production strategy within the city

PURPOSE
To diversify the local economy and reduce dependence on food importation.

LEAD/PARTNERS
- Economic Development Coordinator
- Manager of Environmental Sustainability
- Planning
- YG

INPUTS/BUDGET
- 100-150 hrs of staff time
- $50,000 (to be leveraged through external funding)

ACTIVITIES
Create strategy to "grow" the commercial agriculture sector within the City of Whitehorse and surrounding areas.

OUTPUTS
- Renewed focus and approach to agriculture
- Admin report to Council
- CASM(s)

DESIRED OUTCOMES
To bring together stakeholders from all facets of agriculture and develop a plan that will work for expanding the agriculture sector as a means to generate income.

METRIC
- Completed Strategy
- Implementation of Action Items
- Adoption of policies into draft 2017 OCP

DESCRIPTION
Barriers to the development of the local agricultural industry are numerous, but opportunities are too. The City can play a leadership role in bringing stakeholders together to explore how the City of Whitehorse can help grow the local commercial agricultural sector.

LINKS TO
- OCP
- Zoning Bylaw
- Strategic Sustainability Plan

GOAL #1, Activity G:
Resource development readiness and preparation exercise

PURPOSE

To become better prepared for potential large resource development projects.

LEAD/PARTNERS

Economic Development Coordinator

INPUTS/BUDGET

- **40-60 hrs of staff time**
- **$20,000 professional services**

ACTIVITIES

Create a report/study and discussion paper on on the impacts and benefits associated with large-scale resource projects within and how Whitehorse can scale quickly and efficiently to meet the demands of these projects.

OUTPUTS

- **Preparedness report**
- **Admin report to Council**

DESIRED OUTCOMES

To understand the impacts and opportunities associated with large-scale resource extraction projects.

METRIC

- **Completed report**
- **Creation and distribution of discussion paper**

DESCRIPTION

When a large resource-based project is proposed in the Yukon, how can Whitehorse be better prepared to capitalize on the opportunity? What stock of housing would we need? What type of infrastructure is required? What are the demands on our labour pool? These are some of the questions we will endeavour to answer in this report.

LINKS TO

N/A

GOAL #1, Activity H:
Creation of "investor toolkit" to promote investment in Whitehorse

PURPOSE

To develop feasibility studies related to business and industry opportunities in Whitehorse

LEAD/PARTNERS

- Economic Development Coordinator

INPUTS/BUDGET

- 20-40 hrs of staff time
- $10,000 professional services (per year)

ACTIVITIES

Create a variety of reports and feasibility studies that evaluate potential opportunities for business and industry growth in the city of Whitehorse.

OUTPUTS

- Various reports and studies
- Admin report to Council

DESIRED OUTCOMES

To understand better the opportunities for business and industry development in Whitehorse, and to use that data to promote investment in the city.

METRIC

- Completed reports and studies
- Leads generated from reports and studies
- Number of times reports were distributed

DESCRIPTION

This suite of reports and feasibility studies will evaluate the opportunities for further business and industry expansion in Whitehorse and disseminate that information not only locally, but at various trade shows and networking events. This suite of reports and studies will be an invaluable tool to the economic development department.

LINKS TO

N/A

Community Economic Development Goal # 2:
ENSURE AN INCLUSIVE ECONOMY

Description:

The goal of ensuring an inclusive economy attempts to ensure that all people have the ability to both contribute and benefit from economic growth in Whitehorse.

Activities:

A. Ensure a public transit system that can get people to work
B. Demonstrate leadership in economic inclusion through City employment policies
C. Work collaboratively with economic development stakeholders within Whitehorse
D. Explore the creation of social enterprises and support the social economy
E. Host a "vibrant community" roundtable that focuses on economic inclusion

GOAL #2, Activity A:
Ensure a public transit system that can get people to work

PURPOSE

To improve access to employment opportunities.

LEAD/PARTNERS

- **Economic Development Coordinator**
- **Environmental Sustainability**
- **Transportation Dept (City)**

INPUTS/BUDGET

TBD

ACTIVITIES

- **Review Transport Demand Management Plan w/City admin**
- **Identify areas for efficiency and improvement**

OUTPUTS

- **Admin report to Council**
- **CASM**

DESIRED OUTCOMES

A public transportation system that allows people to get to/from work early in the morning and late in the evening.

METRIC

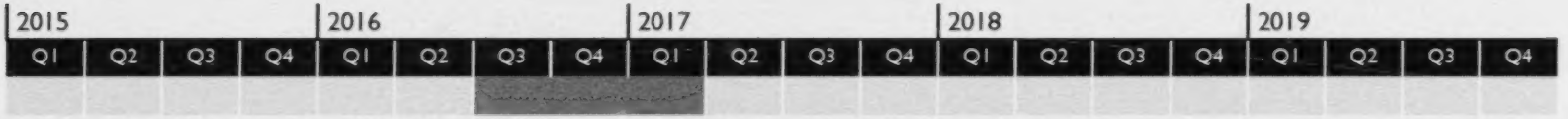
- **Transportation effectiveness survey after implementation**

DESCRIPTION

One of the main goals of Community Economic Development (CED) is to ensure that everyone has the opportunity to participate in the economy. The 2014 Yukon Labour Supply and Migration Study identified the schedule and routing of public transportation as a major impediment to employment for marginalized portions. From a CED perspective, it is important to ensure that people have the ability to get to/from work early in the morning or late at night. The City will strive to ensure that transportation is available when people need to get to work.

LINKS TO

Transportation Demand Management Plan



GOAL #2, Activity B:
Demonstrate leadership in economic inclusion through City employment policies

PURPOSE

To demonstrate leadership in economic inclusion.

LEAD/PARTNERS

- **Economic Development Coordinator**
- **Human Resources Manager**
- **City Manager**

INPUTS/BUDGET

80-100 hrs of staff time (total across all departments)

ACTIVITIES

- **Review employment policies**
- **Identify areas for efficiency and improvement**

OUTPUTS

- **Admin report to Council**
- **CASM**

DESIRED OUTCOMES

Progressive and inclusive employment policy that accurately reflects the values of the City of Whitehorse.

METRIC

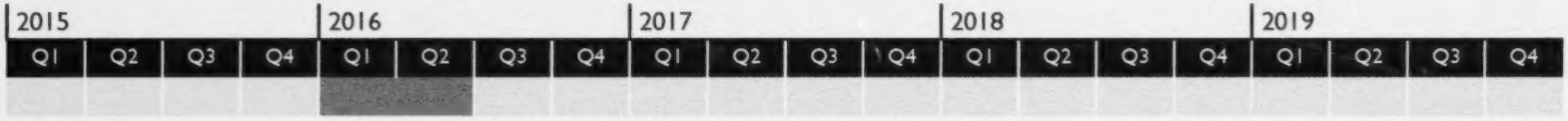
- **New or improved administrative policy**
- **Increase in City employment opportunities for target groups**

DESCRIPTION

Based on analysis and stakeholder feedback, there is an opportunity to review, optimize and promote opportunities for the underemployed. Leading by example, the City will review its internal policies and also encourage participation in the labour force.

LINKS TO

N/A



GOAL #2, Activity C:
Work collaboratively with economic development stakeholders within Whitehorse

PURPOSE

To ensure that economic development is an inclusive team effort.

LEAD/PARTNERS

- Economic Development Coordinator
- YG Dept of Economic Development
- First Nations Partners
- Chamber of Commerce

INPUTS/BUDGET

80-100 hrs of staff time (yearly)

ACTIVITIES

- Inter-agency meeting quarterly
- Identify areas of mutual interest for collaboration

OUTPUTS

Admin report to Council

DESIRED OUTCOMES

An integrated "partnership" approach to city-wide opportunities and issues.

METRIC

TBD

DESCRIPTION

At times, a significant challenge in community Economic development can be the lack of communication amongst stakeholders. The City will strive to form an integrated approach to addressing City, Territorial, and First Nations economic development issues. The ability to pool capacity and use our resources effectively will provide maximum value to our community. The City will strive to include all orders of government and other stakeholders in the process of economic development.

LINKS TO

N/A

GOAL #2, Activity D:
Explore the creation of social enterprises and support the social economy

PURPOSE

To ensure that economic development is inclusive and participatory

LEAD/PARTNERS

- City Manager
- Mayor
- Anti-Poverty Coalition
- Yukon College

INPUTS/BUDGET

20hrs of admin time

ACTIVITIES

Facilitate discussion with partners

OUTPUTS

Admin report to Council

DESIRED OUTCOMES

To begin discussion on how to begin harnessing the power of the social economy in all its forms.

METRIC

Recommendations for next steps

DESCRIPTION

The BC government has recognized the value of social enterprises through Bill 23, which created the Community Contribution Company, a hybrid business structure specifically for social enterprise. But the real power of social enterprises will not be realized without comprehensive enabling legislation and programs that bolster social enterprises' potential. The City will work collaboratively with its partners to explore these ideas further.

LINKS TO

N/A

GOAL #2, Activity E:
Host a "vibrant community" roundtable that focuses on economic inclusion

PURPOSE
To ensure that economic development is an inclusive team effort.

LEAD/PARTNERS
- Mayor and Council
- Anti-Poverty Coalition
- First Nations
- YG Departments
- Chamber of Commerce

INPUTS/BUDGET
- 20-40 hrs of staff time
- $5000 professional services

ACTIVITIES
- Organize roundtable discussion
- Identify areas for improvement in policy or practices

OUTPUTS
- Admin report to Council
- Discussion paper on "what was heard"

DESIRED OUTCOMES
- Improved communication and understanding amongst stakeholders
- Improved approach to these issues from the City of Whitehorse perspective

METRIC
Identification of opportunities to pursue

DESCRIPTION
Barriers in communication can often be the biggest hurdle to overcome around any issue. The proposed roundtable discussion would build upon the activities outlined in this strategy and identify further actions that will assist in fostering an inclusive economy. The City will facilitate and organize this meeting and continue to identify opportunities to implement actions or suggestions.

LINKS TO
N/A

Community Economic Development Goal # 3:
CHAMPION INFRASTRUCTURE DEVELOPMENT

Description:

The economic infrastructure of Whitehorse can be defined as the facilities and infrastructure of the city that make business activity possible. This goal attempts to ensure that the City is actively participating in, and advocating for the continued development of this infrastructure.

Activities:

A. Support the growth and evolution of Yukon College
B. Promote the use of the Yukon Research Centre
C. Participate in Whitehorse Airport Development Plan review
D. Improve public transportation between Airport and downtown/residential
E. Participate in YuKonstruct
F. Promote creation of working hives and knowledge clusters
G. Enhance development incentive policy to capture energy efficiency and generation
H. City of Whitehorse "Tech Dev" initiative

GOAL #3, Activity A:
Support the growth and evolution of Yukon College

PURPOSE

To grow Whitehorse's culture of innovation, discovery, and collaboration.

LEAD/PARTNERS

- Economic Development Coordinator
- City Manager
- Corporate Services
- Planning Services
- Yukon College

INPUTS/BUDGET

100 hrs of staff time (yearly)

ACTIVITIES

- Quarterly meetings
- Efficient and practical transportation linkages
- Support of Yukon College campus development

OUTPUTS

- Bi-yearly admin reports to Council
- CASM

DESIRED OUTCOMES

- Expanded educational programming and research activity at Yukon College
- University status

METRIC

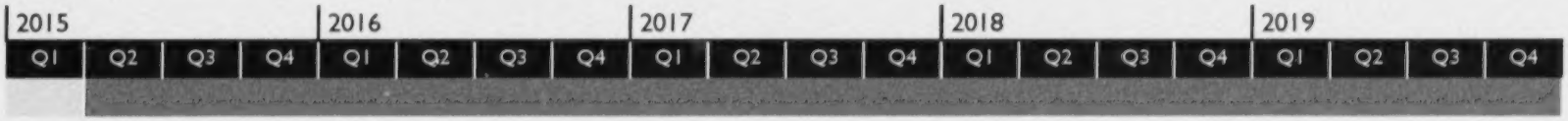
TBD

DESCRIPTION

Colleges and universities attract residents and labour force participants, stimulate innovation within communities and economies, and improve the quality of the local workforce. In this regard, Yukon College plays an important and unique role in Whitehorse's economic well-being. The College currently has aspirations to become a full-fledged university and the City would like to actively support this endeavor. History suggests that municipalities with colleges that become universities stand to gain tremendously. Best practices show that successful post-secondary learning institutions have strong ties to the municipalities in which they operate.

LINKS TO

- OCP
- Transportation Demand Management Plan
- Strategic Sustainability Plan



GOAL #3, Activity B:
Promote the use of the Yukon Research Centre (YRC)

PURPOSE
To grow Whitehorse's culture of innovation, discovery and collaboration.

LEAD/PARTNERS
Economic Development Coordinator

INPUTS/BUDGET
20-40 hrs of staff time (yearly)

ACTIVITIES
- **Collaborate with the YRC to attract researchers and innovators as part of the City's Residency Attraction efforts**
- **Quarterly meetings**
- **Identify opportunities for promotion of research centre**

OUTPUTS
Yearly admin report to Council

DESIRED OUTCOMES
A growing research and education sector in Whitehorse and the Yukon

METRIC
TBD

DESCRIPTION
The Yukon Research Centre (YRC) is a branch of the Yukon College and a central driver of the knowledge economy and research and innovation in Whitehorse. The increase in research being conducted at the YRC supports economic diversification, which is fundamental to economic development and overall community resilience. The City will endeavour to participate with YRC in achieving its goals.

LINKS TO
N/A

GOAL #3, Activity C:
Participate in Whitehorse Airport Development Plan review

PURPOSE

To learn about future plans and provide input for the continued growth and evolution of the airport

LEAD/PARTNERS

- City of Whitehorse
- Other groups

INPUTS/BUDGET

20-40 hrs of staff time

ACTIVITIES

Participate in Whitehorse Airport Development Plan review

OUTPUTS

Admin report to Council on progress

DESIRED OUTCOMES

To provide input on air services in Whitehorse

METRIC

Updated airport strategy that has input from City of Whitehorse.

DESCRIPTION

The Whitehorse Airport is run by the Yukon Territorial Government and is an important piece of economic infrastructure for the city of Whitehorse. Not only does the airport link Whitehorse with the rest of Canada, it is a gateway and point of first contact for residents, tourists and businesses. The City wishes to learn more about how it can support services at the airport.

LINKS TO

N/A

GOAL #3, Activity D:
Improve public transportation between airport and downtown/residential

PURPOSE
To facilitate easy access for tourists and airport employees between downtown Whitehorse, residential neighbourhoods, and the airport.

LEAD/PARTNERS
- Economic Development Coordinator
- Environmental Sustainability
- Transportation Dept (City)
- Engineering

INPUTS/BUDGET
40-60 hrs of staff time, all departments

ACTIVITIES
- Review Transport Demand Management Plan w/City admin
- Identify areas for efficiency and improvement

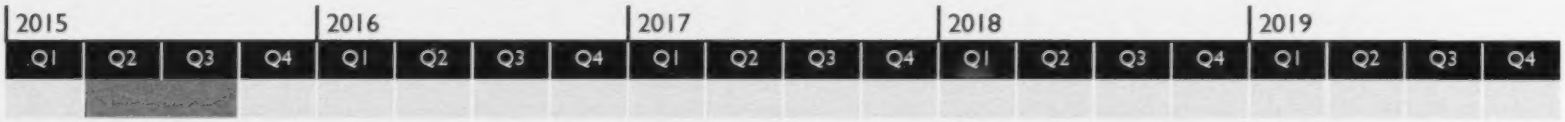
OUTPUTS
- Admin report to Council
- CASM

DESIRED OUTCOMES
Improved public transportation linkages to the airport.

METRIC
Identification of capital projects within Transportation Demand Management Plan that will facilitate the goals of this activity.

DESCRIPTION
The airport is the arrival hub for tourists, out-of-territory business, and residents returning home. The airport is an important gateway because it serves as the first-impression and hub for travel within Whitehorse and the whole territory. The airport is also a major employer. It is separated from the downtown core geographically and is also central to many neighbourhoods. Improved transportation connections, including public transit, bicycle and pedestrian access, will support economic development. Improved transit frequency and routes will give employees more choices in getting to and from work.

LINKS TO
Transportation Demand Management Plan



GOAL #3, Activity E:
Participate in YuKonstruct

PURPOSE

To grow Whitehorse's culture of innovation, discovery, and collaboration.

LEAD/PARTNERS

Economic Development Coordinator

INPUTS/BUDGET

20-40 hrs of staff time (yearly)

ACTIVITIES

- **Participate in YuKonstruct board activities as observer**
- **Seek opportunities to collaborate and support**

OUTPUTS

Yearly admin report to Council.

DESIRED OUTCOMES

Increased understanding of the creative and collaborative process at YuKonstruct.

METRIC

Successful collaboration on projects

DESCRIPTION

YuKonstruct is a "makerspace" in which independent builders, inventors, and artists can access tools and equipment and collaborate in an innovative community environment. YuKonstruct is an important contributor to building the knowledge economy in Whitehorse. The model of co-working spaces promotes economic diversification by providing a place for new ideas to incubate and for knowledge to be shared. The City will continue to support the makerspace through infrastructure, zoning, and policy, as well as participating in periodic meetings.

LINKS TO

N/A

GOAL #3, Activity F:
Promote creation of co-working spaces

PURPOSE

To grow Whitehorse's culture of innovation, discovery, and collaboration.

LEAD/PARTNERS

- Economic Development Coordinator
- YG (Various Depts)
- Private Sector

INPUTS/BUDGET

40-60 hrs of staff time

ACTIVITIES

- Identify opportunities for new working hives and knowledge clusters
- Work with YG and the private sector to promote the creation of these spaces

OUTPUTS

TBD

DESIRED OUTCOMES

New hives and clusters where knowledge workers can work together and collaborate

METRIC

Successful creation of new "co-working" spaces in the City.

DESCRIPTION

Incubators, business clusters and co-working spaces can be an effective tool for fostering a vibrant knowledge economy and research & innovation sector. This model allows for resources to be pooled and leveraged and promotes a collaborative and creative environment for work to take place. The City will support the development of these types of initiatives through zoning, policy and active participation.

LINKS TO

N/A

GOAL #3, Activity G:
Enhance Development Incentive Policy to capture energy efficiency and generation

PURPOSE

To reduce the cost of living and doing business in the long-term, and to incentivize innovation,

LEAD/PARTNERS

- Economic Development Coordinator
- Planning
- Director of Development Services

INPUTS/BUDGET

20-40 hrs of staff time

ACTIVITIES

Review Development Incentive Policy

OUTPUTS

Development Incentive Policy that captures energy generation & efficiency goals

DESIRED OUTCOMES

- Increased knowledge and capacity in the construction sector
- Greater affordability of housing costs

METRIC

- Updated policy that captures this goal
- Uptake on incentive

DESCRIPTION

To be done in tandem with the on-going 2015 review of the Development Incentives Policy, this activity will help ensure that independent energy generation and energy efficiency are captured in the updated policy for providing incentives to new developments. In the long-term, this builds knowledge and capacity in the construction sector and ultimately results in more affordable housing and lower costs of doing business.

LINKS TO

Strategic Sustainability Plan

GOAL #3, Activity H:
City of Whitehorse "Tech Dev" initiative

PURPOSE
To ensure that Whitehorse has the ability to meet or exceed residents expectations for internet connectivity.
To champion and promote technology infrastructure development

LEAD/PARTNERS
- Economic Development Coordinator
- Business & Technology Services
- Other partners

INPUTS/BUDGET
60-80hrs of staff time per year
Budget for feasibility study to be determined

ACTIVITIES
Please see "IDEAS" in description

OUTPUTS
Review of existing policies
Feasibility study regarding open wi-fi network downtown

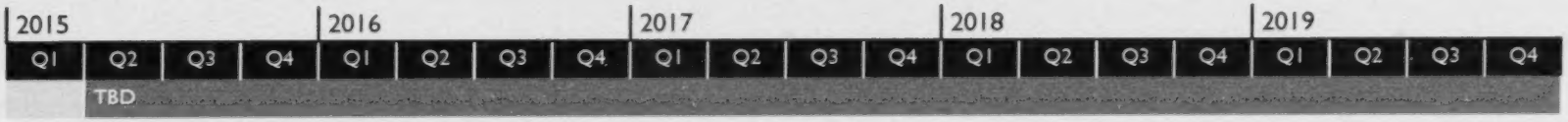
DESIRED OUTCOMES
- To have tenchnological infrastructure that will meet the current a future demands of Whitehorse residents and industry

METRIC
- Updated policies that capture thise action
- Completed feasibility study regarding an open wi-fi network
- Increased City partcipation in technology and innovation focused stakeholder groups

DESCRIPTION
The increasing demand for cities to be better connected is beginning to shape some mucipalities role in promoting and championing technology infrastructure. In the context of Whitehorse and the Yukon, the proposed redundant fibre link has the potential to bring broad changes and opportunities to Whitehorse. The City of Whitehorse will endeavour to position itself in order to capitalize on these opportunities.

IDEAS
- Feasibility study regarding downtown open wi-fi network
- Policy development for inclusion of fibre conduits in new construction
- Participate in Yukon ICT strategic implementation plan

LINKS TO
N/A



Community Economic Development Goal # 4:
RESIDENT ATTRACTION

Description:

The City of Whitehorse has a critical role in promoting Whitehorse as a place to live, work and play. This goal attempts to position the City as a marketer and ambassador to our external audiences.

Activities:

A. Resident attraction marketing campaign
B. Partnership agreements with Tourism & Culture and the Yukon Convention Bureau
C. Ensure first points of visitor contact are positive
D. Promote and enhance the livability of Whitehorse

GOAL #4, Activity A:
Resident attraction marketing campaign

PURPOSE

To attract residents who will contribute to economic growth and diversification.

LEAD/PARTNERS

- **Economic Development Coordinator**
- **Economic Development (YG)**

INPUTS/BUDGET

- **100-125 hrs of staff time**
- **$10,000 (for plan development, excluding implementation)**

ACTIVITIES

Create draft marketing plan for residency attraction campaign

OUTPUTS

- **Draft marketing plan**
- **Admin Report**
- **CASM**

DESIRED OUTCOMES

To create a marketing strategy that targets knowledge workers and encourages them to work, live and play in Whitehorse.

METRIC

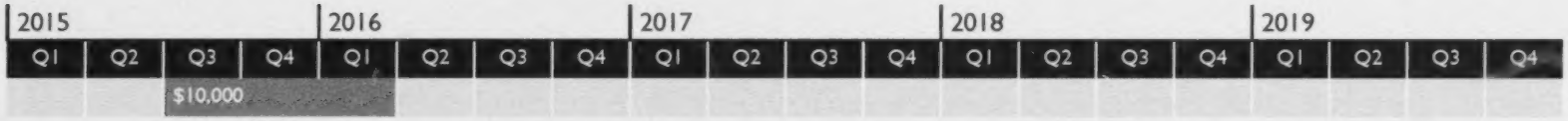
TBD

DESCRIPTION

The City of Whitehorse has a critical role to play in the promotion of the city as a community in which to live. Whitehorse offers a breadth of recreational, educational, cultural and economic opportunities and we will seek to promote these attributes in order to grow our population.

LINKS TO

City of Whitehorse Marketing Strategy



GOAL #4, Activity B:
Partnership agreements with Tourism and Culture and the Yukon Convention Bureau (YCB)

PURPOSE

To attract residents who will contribute to economic growth and diversification.

LEAD/PARTNERS

- City of Whitehorse (Various Depts)
- Tourism and Culture (YG)
- YCB

INPUTS/BUDGET

- 80-100 hrs of staff time
- $20,000 - $50,000 (leveraged funds)

ACTIVITIES

Please see "IDEAS" section

OUTPUTS

- Agreement with Tourism and Culture
- Agreement with YCB

DESIRED OUTCOMES

Productive partnerships with YCB and YG Tourism and Culture

METRIC

- Number of events hosted
- New initiatives implemented and tracked

DESCRIPTION

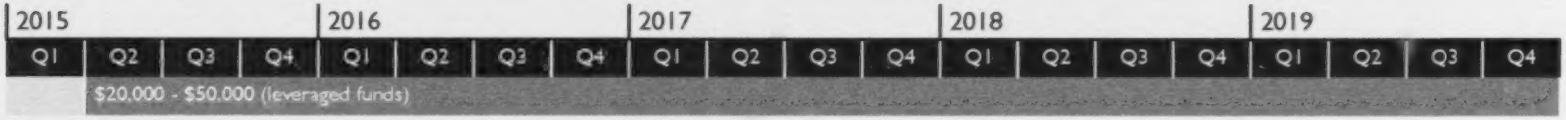
There is a significant opportunity for Whitehorse to become a destination for all types of events. With the philosophy that "every tourist is a potential resident", the City will strive to support and promote events that attract the type of visitors to our community that may consider Whitehorse as a place to live. Partnership agreements with the Department of Tourism and Culture and the Yukon Convention Bureau (YCB) will focus on not only hosting events, but also assisting in the resident attraction efforts.

IDEAS

- Familiarization tours, signage and way finding
- Coordinated marketing (including the marketing of local events)
- The development of a "Resident Ambassador" program
- Customer service training
- Development of a resident attraction package
- Greater attention to winter tourism products within Whitehorse

LINKS TO

N/A



GOAL #4, Activity C:
Ensure first points of contact are positive

PURPOSE

To attract residents who will contribute to economic growth and diversification.

LEAD/PARTNERS

- Economic Development Coordinator
- Tourism and Culture
- Tourism Industry Association

INPUTS/BUDGET

- 60-80 hrs of staff time
- $20,000 - $50,000 (leveraged funds)

ACTIVITIES

Please see "IDEAS" section

OUTPUTS

TBD

DESIRED OUTCOMES

To ensure that visitors' 'first impressions" of Whitehorse are extremely positive

METRIC

TBD

DESCRIPTION

Every tourist is a potential resident and first impressions matter. For this reason, there will be an emphasis on identifying first points of tourist contact and finding ways to improve the quality of that experience.

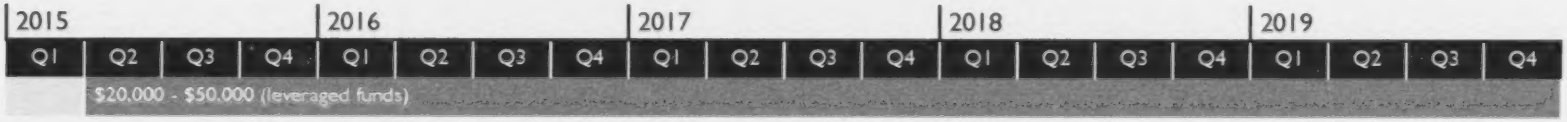
This will include working with Tourism and Culture, the Tourism Industry Association Yukon, the Yukon Convention Bureau, and the Whitehorse Chamber of Commerce to identify areas for improvement and opportunities to improve tourist's first impressions.

IDEAS

- Welcome packages
- Website updates to highlight travel and relocation
- The promotion of trails apps, events, and attractions listings
- Evaluation of customer service training opportunities for businesses etc.

LINKS TO

N/A



GOAL #4, Activity D:
Promote and enhance the liveability of Whitehorse

PURPOSE

To attract residents who will contribute to economic growth and diversification.

LEAD/PARTNERS

- **Economic Development Coordinator**
- **Recreation and Community Services**
- **Various groups**

INPUTS/BUDGET

120 hrs of staff time

ACTIVITIES

Please see "IDEAS" section

OUTPUTS

TBD

DESIRED OUTCOMES

To ensure that visitors' 'first impressions" of Whitehorse are extremely positive

METRIC

TBD

DESCRIPTION

Livability can be defined as the sum of all factors that add up to a community's quality of life. An important aspect of quality of life is around mobility, walking and ease of access to recreation opportunities.

This action recognizes that items such as walkability, biking, and the related infrastructure are important to economic development in Whitehorse

IDEAS

- **Improved directional signage for residents and visitors**
- **Creation of a walking strategy**
- **Promotion of bike lanes**

LINKS TO

N/A

Community Economic Development Goal # 5:
FOSTER AN ENTREPRENEURIAL CULTURE

Description:

Being "entrepreneurial" describes a skill and mindset that is characterized by innovation, creativity, and calculated risk-taking. This goal identifies a number of actions designed to nurture this culture within the community.

Activities:

A. Greater support for mobile food vendors, "pop-up" retailers and other unique business models
B. Continued support of Fireweed Market
C. Support youth entrepreneurship by hosting or sponsoring annual event

GOAL #5, Activity A:
Greater support for mobile food vendors, "pop-up" retailers and other unique business models

PURPOSE

To ensure that budding entrepreneurs have an opportunity to take reasonable risks, start small and grow.

LEAD/PARTNERS

- Economic Development Coordinator
- Bylaw Services
- Planning

INPUTS/BUDGET

60-80 hrs of staff time

ACTIVITIES

Review bylaws and policies relevant to pop-up stores and mobile food vendors

OUTPUTS

- Admin report to Council
- CASM

DESIRED OUTCOMES

Streamlined and succinct process for these types of "temporary" businesses

METRIC

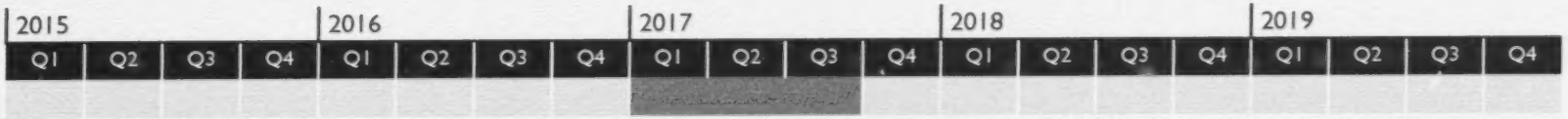
Business Licenses

DESCRIPTION

In the spirit of creating opportunities for people to explore entrepreneurship, it is important that City of Whitehorse regulations are not overly restrictive. Mobile food vendors, 'pop-up' retail operations and services such as Air BnB and UBER are an increasing phenomenon and are a unique way for individuals to try their business idea without a large initial investment. The City will review existing zoning, bylaws and policies to help facilitate and be open to evaluating these types of businesses.

LINKS TO

- Business License Bylaw
- Zoning Bylaw



GOAL #5, Activity B:
Continued support of Fireweed Market

PURPOSE

To ensure that budding entrepreneurs have an opportunity to take reasonable risks, start small and grow.

LEAD/PARTNERS

- Economic Development Coordinator
- Parks and Community Development Manager

INPUTS/BUDGET

40 hrs of staff time (yearly)

ACTIVITIES

Participate in Fireweed Community Market Society meetings

OUTPUTS

Yearly admin report to council

DESIRED OUTCOMES

Improved communication and better support for the Fireweed Market

METRIC

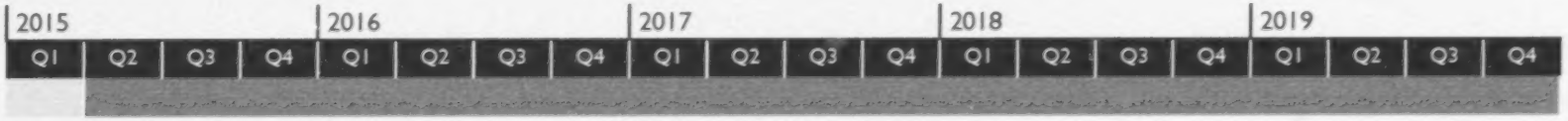
Continued growth of the Fireweed Market as a "business incubator" and attraction to Shipyard's park

DESCRIPTION

The Fireweed Market provides a unique and important contribution to Whitehorse's entrepreneurial culture. The Market supports dozens of small businesses during the summer and provides a venue for off-season sales at the Yukon Made Store in the Frank Slim Building. The City will work with the society to grow and promote the market in Shipyards Park.

LINKS TO

N/A



GOAL #5, Activity C:
Support youth entrepreneurship by hosting or sponsoring annual event

PURPOSE

To support initiatives that give young people a chance to explore entrepreneurship in a fun and exciting way.

LEAD/PARTNERS

- Economic Development Coordinator
- Outreach and Events
- Community Services (City)

INPUTS/BUDGET

- 80-100 hrs of staff time
- $5,000 project fund (potential opportunities to leverage funds)

ACTIVITIES

Create, organize, promote and host event

OUTPUTS

Fun event for youth

DESIRED OUTCOMES

To get youth thinking about business

METRIC

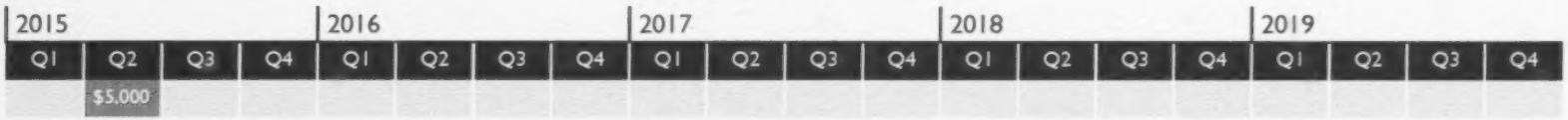
- Participation rate
- Feedback via survey

DESCRIPTION

Events such as the internationally recognized "lemonade day" or participating in a business challenge introduces the concept of entrepreneurship at a young age. The goal is to get youth thinking about business. The City is a natural fit to lead and promote an event as it demonstrates leadership in this area and also promotes community involvement and civic pride.

LINKS TO

N/A



Community Economic Development Goal # 6:
VIBRANT DOWNTOWN CORE

Description:

Ensuring that Whitehorse has a vibrant downtown is essential in creating a connection between the residents and their community to help foster a "sense of place". This goal attempts to ensure that special care and attention is given to the historic downtown of Whitehorse.

Activities:

A. Explore the creation of an arts and entertainment district on Front Street
B. Explore the idea of a business improvement district Downtown
C. Explore the creation of a Downtown Development Incentives Policy
D. Encourage the development of Front Street festivals and events
E. Review the Downtown Parking Plan to promote downtown activity outside of standard office hours
F. Downtown capital improvements

GOAL #6, Activity A:
Explore the creation of an arts and entertainment district on Front Street

PURPOSE
To support the arts and cultural sector and create a hub offering a fun, dynamic vibe for people seeking entertainment.

LEAD/PARTNERS
- Economic Development Coordinator
- Planning
- Director of Development Services

INPUTS/BUDGET
- 100-200 hrs of staff time
- $5,000 professional services

ACTIVITIES
- Host open house, gather feedback
- Conduct interviews with stakeholders

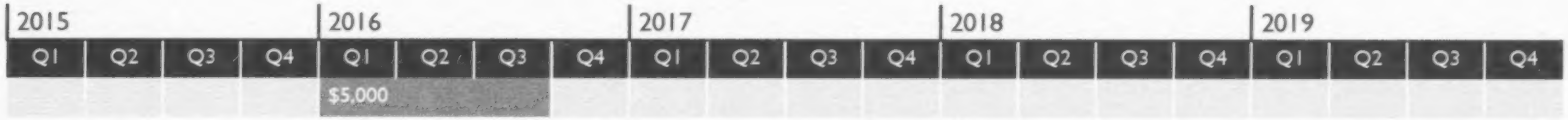
OUTPUTS
- Admin Report
- CASM
- "What was heard" discussion paper

DESIRED OUTCOMES
To have a thriving arts and culture community which is fundamental to a diverse, interesting and vibrant downtown environment

METRIC
- Recommendations for next steps for the City of Whitehorse
- Clarification of City's role in creating an arts district

DESCRIPTION
The City's waterfront is significant to First Nations peoples and tells the story of the evolution of the City. Globally, municipalities are re-embracing waterfronts in a post-industrial age as physical locations for community and commercial development. One trend is to focus arts and entertainment in singular location (e.g. Winnipeg 'The Forks' and Kelowna 'Waterfront Park') to foster a vibrant area. The City will focus on making the waterfront the hallmark of Whitehorse and a place where people can gather and have fun.

LINKS TO
- Arts and Culture Policy
- OCP



GOAL #6, Activity B:
Explore the idea of a business improvement district Downtown

PURPOSE
To improve the visual appearance and accessibility of the downtown core as a destination to shop and do business.

LEAD/PARTNERS
- Economic Development Coordinator
- Planning
- Chamber of Commerce
- Private business

INPUTS/BUDGET
- 30-50 hrs of staff time
- $2,500 professional services

ACTIVITIES
- Interviews with downtown business owners
- Host open house

OUTPUTS
- Business Improvement District Opportunities Report
- CASM

DESIRED OUTCOMES
Identified areas for downtown improvement

METRIC
Decision by the City to pursue or not pursue

DESCRIPTION
Many municipalities concentrate on developing priority areas for improvement through the creation of "business improvement districts". As one example, businesses may agree to pay an additional tax or levy in order to fund capital projects within their area (sidewalk widening, landscaping, and other visual and mobility improvements, etc.). Though there may not be an appetite for this type of model, it is a means to quickly identify and improve priority areas within the City. The City will endeavor to evaluate the business improvement district model and gauge interest from businesses.

LINKS TO
- Downtown Plan(s)
- Development incentives Policy
- Zoning Bylaw

GOAL #6, Activity C:
Explore the creation of a Downtown Development Incentives Policy

PURPOSE

To stimulate investment in the downtown core.

LEAD/PARTNERS

- **Economic Development Coordinator**
- **Planning**
- **Downtown Developers/Landlords**

INPUTS/BUDGET

- **50-60 hrs of staff time**
- **$25,000 professional services**

ACTIVITIES

Explore the creation of a downtown development incentives policy.

OUTPUTS

- **Admin Report**
- **CASM**
- **Updated policy**

DESIRED OUTCOMES

To have a suite of incentives that work, that are easy to administer and that promote the desired developments for downtown.

METRIC

- **Updated policy**
- **Greater uptake on incentives**

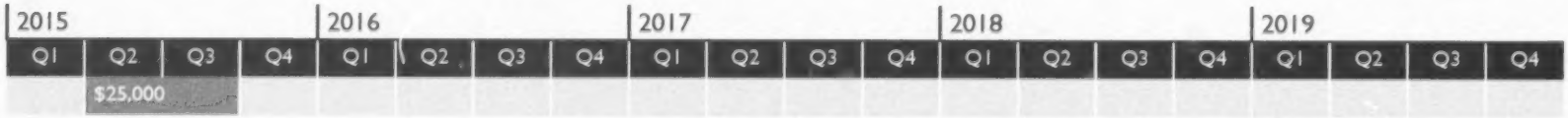
DESCRIPTION

Downtown Development Incentive to:

- **Encourage construction of low-income rental residential**
- **Encourage the development of underutilized downtown lots**
- **Encourage energy-efficiency**

LINKS TO

- **Current Development Incentives Policy**
- **Zoning Bylaw**



GOAL #6, Activity D:
Encourage the development of Front Street festivals and events

PURPOSE
To support the arts and cultural sector and create a hub offering a fun, dynamic vibe for people seeking entertainment.

LEAD/PARTNERS
- Economic Development Coordinator
- Planning
- Recreation and Community Services (City)

INPUTS/BUDGET
80-100 hrs of staff time

ACTIVITIES
- Research best practices, sample policies from different jurisdictions
- Conduct interviews with residents and businesses

OUTPUTS
- Draft policy or directive for events on Front Street
- CASM

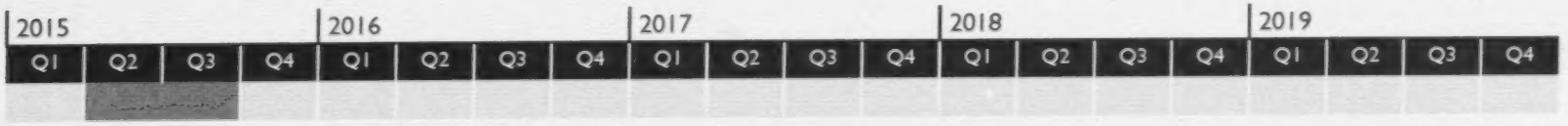
DESIRED OUTCOMES
To create a vibrant downtown that creates a "sense of place" for Whitehorse residents and visitors alike.

METRIC
- Adopted policy
- Increased number of events taking place

DESCRIPTION
Increasingly, municipalities are temporarily closing streets to motor vehicles (generally on Sundays) and opening up streets to non-motorized traffic and temporary businesses. The benefit is more people frequenting an area, spending money on products and services and creating a more vibrant downtown. (Models include: Kitchener, Halifax, Thunder Bay, and Belleville)

An example of an event that could be held on Front Street is "Art on Front", which might focus on visual and performing arts, allowing artists and other vendors to set up pop-up galleries, exhibits, and displays.

LINKS TO
N/A



GOAL #6, Activity E:
Review the Downtown Parking Plan to promote dowtown activity outside of standard office hours

PURPOSE

To facilitate access to shopping, nightlife and events in the downtown core.

LEAD/PARTNERS

- Economic Development Coordinator
- Bylaw Services

INPUTS/BUDGET

40-50 hrs of staff time

ACTIVITIES

Economic Development Coordinator to participate on Parking plan Implementation Committee

OUTPUTS

Admin Report

DESIRED OUTCOMES

To provide businesses and residents flexibility in parking regulations in order to encourage nightlife and business activity.

METRIC

- Adoption of recommendations
- Survey

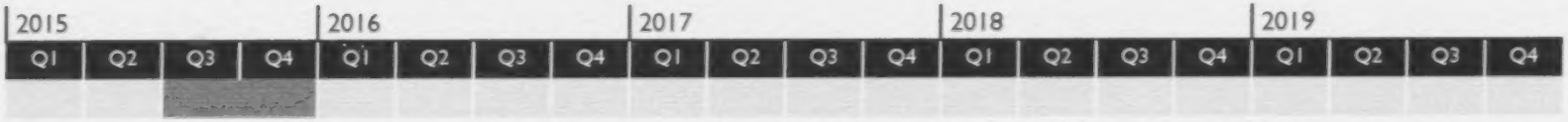
DESCRIPTION

Residents who wish to partake in nightlife activities in the downtown core and take a taxi home are required to return early the next day to retrieve their vehicles or face parking fines. Ideas such as free downtown parking on Saturday mornings or temporary "car free" streets could be used to reduce the likelihood of drinking and driving, and to encourage residents to enjoy the city's nightlife, as well as encourage increased retail activity.

Revising the Parking Plan to encourage visitation to the downtown core on weeknights (outside of standard office hours) will help to support local retailers, restaurants, and other entertainment-related businesses.

LINKS TO

Parking Management Plan



GOAL #6, Activity F:
Downtown capital improvements

PURPOSE

To identify an number of capital related improvement projects to facilitate a vibrant downtown.

LEAD/PARTNERS

- Economic Development Coordinator
- Director of Development Services
- City Engineer

INPUTS/BUDGET

- 70-80 hrs of staff time
- $20,000 professional services

ACTIVITIES

- Review previous plans for downtown capital improvements
- Facilitate open house
- Conduct interviews

OUTPUTS

- Admin Report
- CASM

DESIRED OUTCOMES

To have a number of "shovel ready" and achievable capital projects to improve the downtown area.

METRIC

TBD

DESCRIPTION

In order to be prepared for future years budgets, we will identify future capital projects that will add to the vibrancy of our downtown core.

IDEAS

- Pedestrian bridge from hospital to downtown
- Bike stations with free-to-use tools
- Slide adjacent to black street stairs

LINKS TO

- OCP
- Zoning Bylaw
- Previous studies